311 HSW/AE

Every Airman a Force Multiplier

Source Selection Process for HERC

(Heavy Engineering Repair & Construction)

U.S. AIR FORCE

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PURPOSE

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- **Insight in how and why the RFP is developed**
- **Insight into how the Gov't evaluates proposals**
- **Objective is to "demystify" the source selection process:**
  - **Encourage more participation, especially small businesses**
  - **Improve offeror's potential for awards**
- **Objective is for the Government to get better proposals to evaluate**

TOPICS

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- RFP Development Process
- Evaluation Factors/Subfactors
- Overall Assessment
- Exchanges / Evaluation Notices
- Summary

RFP Development Process

Acquisition Strategy

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Define Requirements → Identify/ Analyze Risks → Mitigate Risks → Develop Acquisition Strategy

Acquisition Strategy:

- **Contract Type**
- **No. of Contracts**
- **Contract Vehicle (IDIQ, GSA, etc.)**
- **Use of Commercial Items/Components/Services**
- **Type of Source Selection**
- **RFP Discriminators**
  - **Mission Capability**
  - **Proposal Risk**
  - **Price/Cost**
  - **Past Performance**
- **Contract Incentives**
- **Selection Criteria for Delivery/Task Orders on Multiple Award IDIQs**
- **Sec. H - Criteria for Multiple Awardees**

RFP DEVELOPMENT PROCESS

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- **Define requirements that meet our customer's needs**
- **Identify program risks associated with the requirements**
- **Identify the threshold requirements (minimum) and objective requirements (maximum performance which has additional value for the Government)**
- **Identification of min and max requirements leaves trading space for best value determination**
- **Analyze risks to determine priority and risk handling approach**
- **Develop a mitigation strategy for the highest risks**
- **Use RFP discriminators to mitigate program risks as much as possible**

Solicitation - Uniform Contract Format

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Part I -- The Schedule

A Solicitation/contract form.
B Supplies or services and prices/costs.
C Description/specifications/statement of work.
D Packaging and marking.
E Inspection and acceptance.
F Deliveries or performance.
G Contract administration data.
H Special contract requirements.

Part II -- Contract Clauses

I Contract clauses.

Part III -- List of Documents, Exhibits, and Other Attachments

J List of attachments. (PWS/SOO/SOW)

Part IV -- Representations and Instructions.

K Representations, certifications, and other statements of offerors or respondents.
L Instructions, conditions, and notices to offerors or respondents.
M Evaluation factors for award

Solicitation - Uniform Contract Format

- **It is important to understand the structure of the RFP.**
- **Section A through J will be the document used to award the contract.**
- **Some strategy is in section H. Section H can also be critical for award of Task Orders.**
- **Sections K ,L & M will not be part of the contract but are important part of RFP.**
- **Section L is the instructions for preparing the proposal and all required attachments for evaluation.**

- **Section M is how the evaluation will be accomplished. You need to read the entire document before submitting your proposal as there are blanks that require fill-in throughout the document.**

RFP Development Process

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Sec M (Evaluation Criteria):

- **Most important (contains the "Rules of the Game")**
- **Represents about 95% of entire acquisition strategy**
- **Rules of selection; forms compact with offerors:**
  - **"Gov't says what they are going to do in Sec M. Then, during source selection, they will do what they said they were going to do."**

Sec L (What information offeror must submit to be evaluated against Sec M criteria):

- **Sec L and Sec M should track closely**
- **Requests only minimum data needed to evaluate proposals**

Example Risk Assessment

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- **The following slide is a sample of the ASC Freeware program we use to identify and analyze risk to determine priority and mitigation strategies.**
- **The numbered items are the requirement.**
- **The lettered items are the risk identified for that requirement.**

Example Risk Assessment

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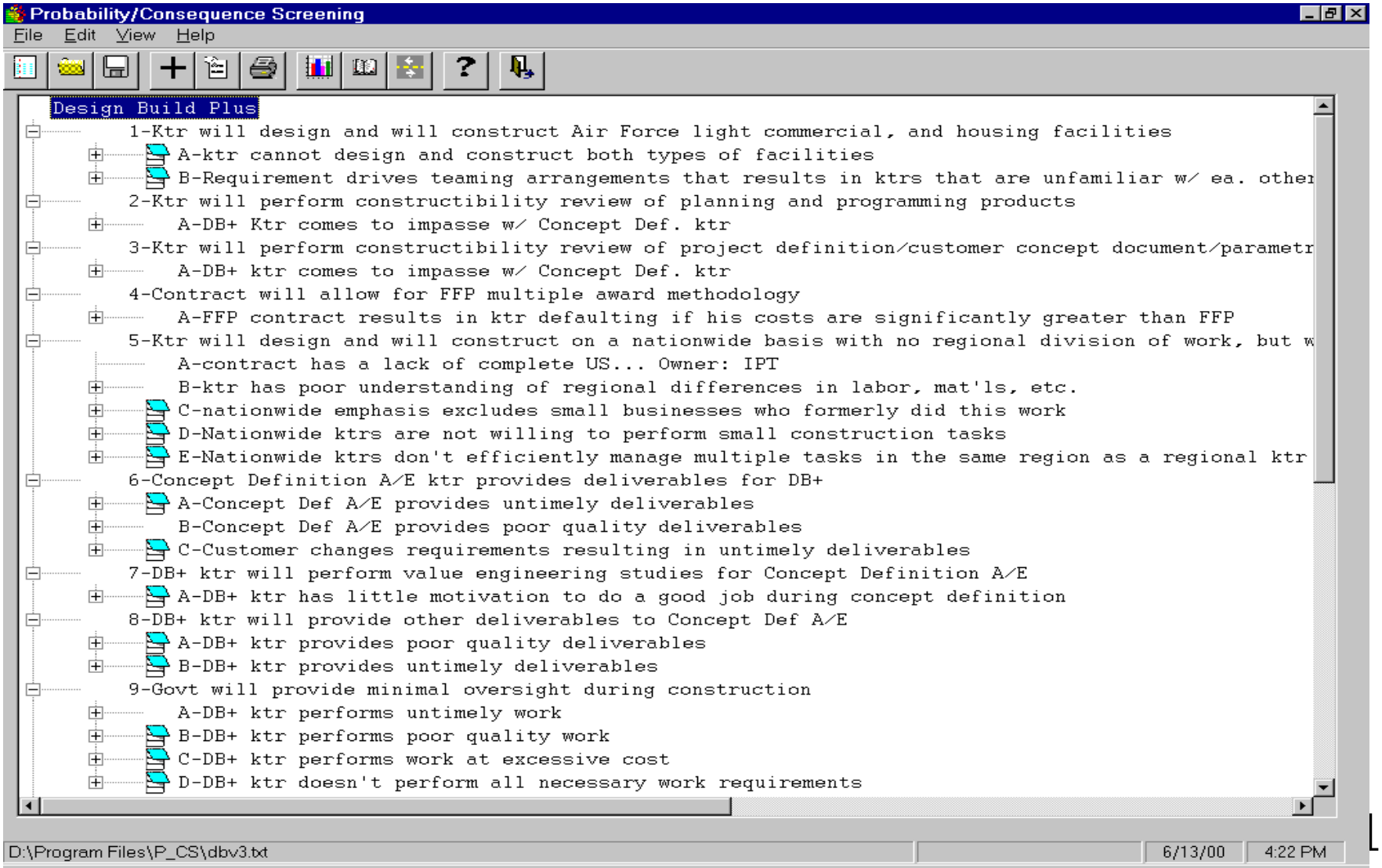
Probability/Consequence Screening
File Edit View Help
Design Build Plus
1-Ktr will design and will construct Air Force light commercial, and housing facilities
A-ktr cannot design and construct both types of facilities
B-Requirement drives teaming arrangements that results in ktrs that are unfamiliar w/ ea. other
2-Ktr will perform constructibility review of planning and programming products
A-DB+ Ktr comes to impasse w/ Concept Def. ktr
3-Ktr will perform constructibility review of project definition/customer concept document/parametr
A-DB+ ktr comes to impasse w/ Concept Def. ktr
4-Contract will allow for FFP multiple award methodology
A-FFP contract results in ktr defaulting if his costs are significantly greater than FFP
5-Ktr will design and will construct on a nationwide basis with no regional division of work, but w
A-contract has a lack of complete US... Owner: IPT
B-ktr has poor understanding of regional differences in labor, mat'ls, etc.
C-nationwide emphasis excludes small businesses who formerly did this work
D-Nationwide ktrs are not willing to perform small construction tasks
E-Nationwide ktrs don't efficiently manage multiple tasks in the same region as a regional ktr
6-Concept Definition A/E ktr provides deliverables for DB+
A-Concept Def A/E provides untimely deliverables
B-Concept Def A/E provides poor quality deliverables
C-Customer changes requirements resulting in untimely deliverables
7-DB+ ktr will perform value engineering studies for Concept Definition A/E
A-DB+ ktr has little motivation to do a good job during concept definition
8-DB+ ktr will provide other deliverables to Concept Def A/E
A-DB+ ktr provides poor quality deliverables
B-DB+ ktr provides untimely deliverables
9-Govt will provide minimal oversight during construction
A-DB+ ktr performs untimely work
B-DB+ ktr performs poor quality work
C-DB+ ktr performs work at excessive cost
D-DB+ ktr doesn't perform all necessary work requirements
D:\Program Files\P_CS\dbv3.txt
6/13/00
4:22 PM

Analyzing Risk

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- **The next slide illustrates the second step in the analyzing the risk.**
- **It is determined how likely the risk is to happen and how severe the consequences of the occurrence will be.**
- **The annotations section is used to explain how the analysis was accomplished and possible mitigation strategies.**

Analyzing Risk (con't)

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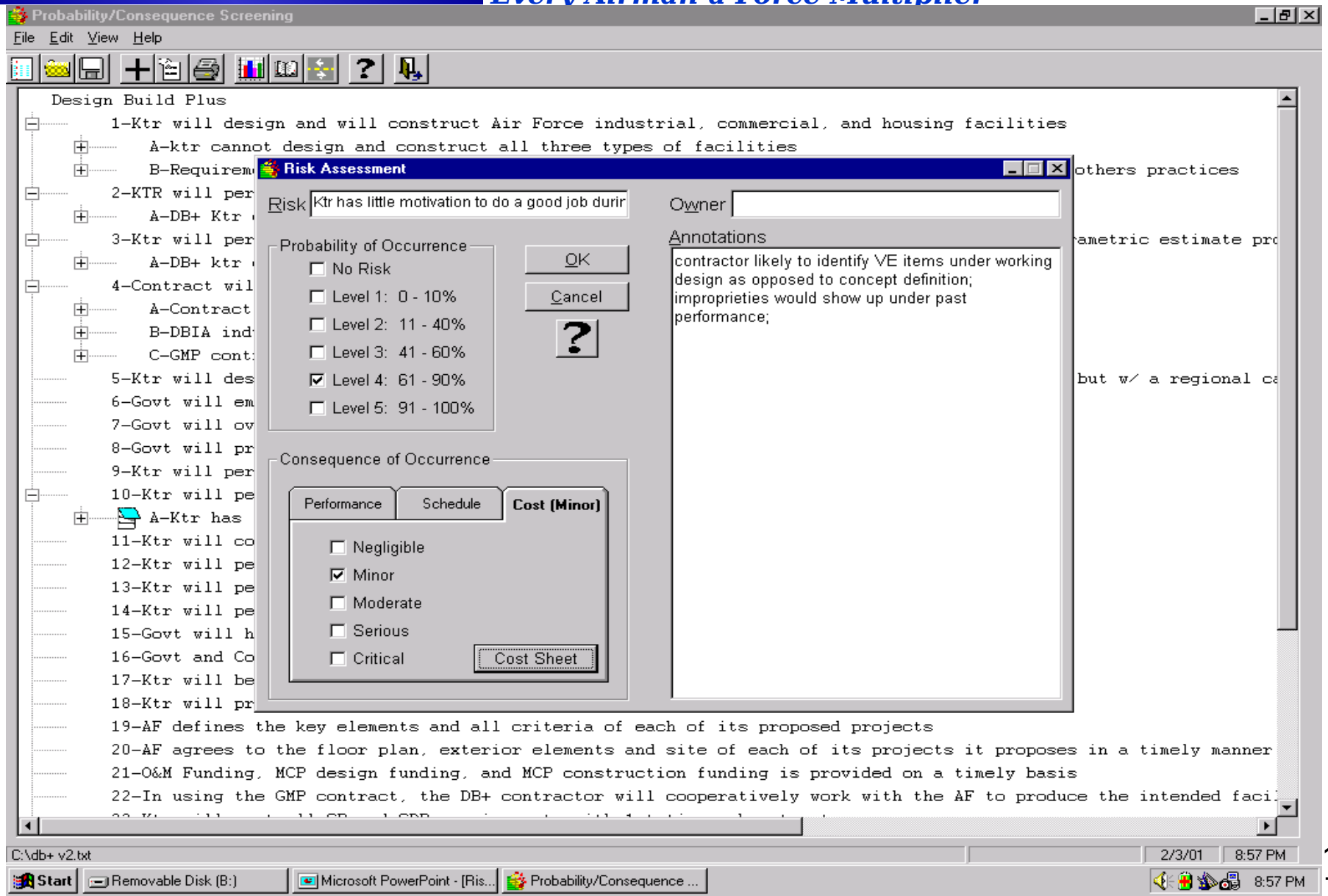
Probability/Consequence Screening
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Design Build Plus
1-Ktr will design and will construct Air Force industrial, commercial, and housing facilities
A-ktr cannot design and construct all three types of facilities
B-Requirem
2-KTR will per
A-DB+ Ktr
3-Ktr will per
A-DB+ ktr
4-Contract wil
A-Contract
B-DBIA ind
C-GMP cont
5-Ktr will des
6-Govt will em
7-Govt will ov
8-Govt will pr
9-Ktr will per
10-Ktr will pe
A-Ktr has
11-Ktr will co
12-Ktr will pe
13-Ktr will pe
14-Ktr will pe
15-Govt will h
16-Govt and Co
17-Ktr will be
18-Ktr will pr
19-AF defines the key elements and all criteria of each of its proposed projects
20-AF agrees to the floor plan, exterior elements and site of each of its projects it proposes in a timely manner
21-O&M Funding, MCP design funding, and MCP construction funding is provided on a timely basis
22-In using the GMP contract, the DB+ contractor will cooperatively work with the AF to produce the intended faci
Risk Assessment
Risk
Ktr has little motivation to do a good job durir
Owner
Annotations
contractor likely to identify VE items under working design as opposed to concept definition; improprieties would show up under past performance;
Probability of Occurrence
No Risk
Level 1: 0 - 10%
Level 2: 11 - 40%
Level 3: 41 - 60%
Level 4: 61 - 90%
Level 5: 91 - 100%
OK
Cancel
Consequence of Occurrence
Performance
Schedule
Cost (Minor)
Negligible
Minor
Moderate
Serious
Critical
Cost Sheet
C:\db+ v2.txt
2/3/01 8:57 PM
Start
Removable Disk (B:)
Microsoft PowerPoint - [Ris...
Probability/Consequence ...
8:57 PM

Risk Analysis Chart Overview

- **Once risks are identified, the software creates a chart similar to the next slide to plot each risk within the risk matrix.**
- **The first alpha character is the area affected by the occurrence of the risk (Performance, Schedule, or Cost)**
- **Green indicates low risk, yellow indicates moderate risk, and red indicates high risk.**
- **Risks falling within the red areas need to be mitigated to a lower risk.**
- **Risks falling within the yellow areas should be mitigated to a lower risk.**
- **Risks falling within the green areas may be accepted.**
- **It is the final stage of the risk assessment.**

Risk Analysis Example

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	NEGLIGIBLE	MINOR	MODERATE	SERIOUS	CRITICAL
Level 5: 91 - 100%					
Level 4: 61 - 90%	P1A, P2B, P3B, P4B, P5B, P7B, S8A, P11B		C8A		
Level 3: 41 - 60%		P6B			
Level 2: 11 - 40%	P1B, P3A, P5A		P11A	P9A	
Level 1: 0 - 10%	P2A, P4A, P7A		P6A	P9B	P10A, P10B

Risk Handling Example

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RISK	PRE	APPROACH	POST
C8A – Contractor has ineffective Program Management capabilities, requiring excessive Gov't Oversight	M	• **RFP Discriminator: CSOW and IMP evaluated for effective program management** • **RFP Discriminator: Past Performance Questionnaire** • Incentivize through Award Fee or Incentive Fee in contract structure	L
P9A – Contractor does not perform adequate testing due to financial contraints P10A – Contractor does not provide updates to the Performance Spec due to financial contraints.	M	• Program can shift ECO resources to complete testing or Spec • RFP Discriminator: Scrutinize cost mgt & cost realism in proposal and cost mgt in past performance.	L
P10B – Contractor does not update Performance Spec due to poor contract performance / lack of technical ability	M	• RFP Discriminator: CSOW and IMP evaluated for effective program management and past performance. • RFP Discriminator: Technical Experience and Technical Approach (technology, risk, design, proposal)	L

RFP Discriminators

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Sec. M, Subfactor 1: **"**The offeror has demonstrated an acceptable level of understanding of the program requirements when it presents a management approach that is **efficient** and **effective,** while **proactively managing** cost/schedule/ performance and risks in accordance with sound business practices. The approach must provide both contractor and Gov. management **clear visibility** into cost, schedule, performance, testing and logistics, as well as clear visibility into program risks, while minimizing Gov. oversight and support…."

Past Performance Questionnaire:

" (4) Did the contractor proactively manage cost/schedule/ performance and risks?"

" (5) Did the contractor provide clear visibility into program execution?"

Discriminators

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- **Discriminator Example: Systems Integration**
  - **Requirement: Design must fully integrate with existing associated systems**
  - **Risk: Contractor's design doesn't properly integrate with other systems - HIGH**
  - **Discriminator:**
    - ✓ **Technical: Must propose a sound, realistic approach to systems integration for their design**
      Strength: Innovative, highly effective approach
    - ✓ **Technical: Must have min. 2 years of systems integration experience**
      Strength: Experience specific to this acquisition
    - ✓ **Past Performance: How well did they perform systems integration on past and current contracts?**

Evaluation Principles

Source selection is a process of discrimination:

- All offerors come into the process with a clean slate

- If source selection is properly structured and conducted:

- - Offerors who are too expensive, too risky, don't understand the requirements, will drop to the bottom

- - Offerors who have superior ideas, excellent past performance, low costs will rise to the top

- - Offerors who are OK or mediocre, will be in the middle

- Worst case for source selection: all green, all blue, or all red

Discriminators

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- **Steps to development of effective discriminators:**
  - **Develop, through risk analysis, criteria that addresses high program risks:**
    - **Must be important to the program**
    - **Used as tool to reduce risk**
  - **Develop, through market research, min. capability or performance value to apply to criteria:**
    - **Know capabilities of potential offerors**
    - **Set min. too high, no one proposes; too low, everyone is acceptable**
  - **Determine how min. value can be exceeded in a beneficial way, and how it can be captured by the Gov.**

Evaluation Factors & Subfactors

Source Selection Types

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- **Best Value Source Selections (vs Lowest Price):**
  - **HERC will use Full Trade-Off (FTO)**
    - **Trade-off between all 4 Factors**

Proposal	Price	Mission Capability/ Tech. Acceptability	Past Performance	Risk
FTO	√	√	√	√

Source Selection Types (con't)

- **Best Value is a legal way to award to other than the lowest price Offeror. It must be justified.**
- **Trade offs are Mission Capability to Price, Past Performance to Price, and Proposal Risk to Price.**

Evaluation Factors

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- **Mission Capability**
  - **Evaluation of offeror's proposal against the Gov.'s minimum performance or capability requirements**
- **Proposal Risk**
  - **Assessment of risks and weaknesses associated with offeror's proposed approach**
- **Past Performance**
  - **Assessment of the degree of confidence the USAF has in an offeror to provide products or services that meet the users' needs (including cost and schedule) based on demonstrated record of performance**
- **Price**
  - **Total evaluated price based upon addition of the total of the sample task and total of the pricing model**

Evaluation Factor Differences

- **“Experience” example**
  - **MISSION CAPABILITY:** Offeror must have min. experience that is recent and relevant
  - **PAST PERFORMANCE:** “Quality” of recent, relevant experience examined as part of confidence assessment (e.g., late deliveries, poor quality of products)
- **“Risk” example**
  - **PROPOSAL RISK:** Offeror proposing using new, risky technology to meet min. performance requirement
  - **PAST PERFORMANCE:** Assess offeror’s relevant past and present work record to determine confidence (or doubt) of offeror to perform as proposed (“Performance Risk”)

Evaluation Factors

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- **FACTOR: Mission Capability (Technical Team)**
  - **Limited to max. of six subfactors (if FAR 19.1202 applies, one subfactor must address SB participation)**
  - **Subfactor ratings are not rolled up to factor level**
- **FACTOR: Proposal Risk (Technical Team)**
  - **Assessed at Mission Capability subfactor level**
- **FACTOR: Past Performance (PCAG Team)**
  - **Rated at factor level**
- **FACTOR: Cost/Price (Contract/Cost Team)**
  - **Subfactors not used**
- **Each Subfactor gets a rating and is not rolled up in the factor level**
- **Four Factors – Three evaluation teams**
- **Technical = Mission Capability and Proposal Risk**
- **PCAG = Past Performance**
- **Contract/Cost Team = Cost/Price**

HERC Evaluation Factors

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- **Factor 1 – Technical Qualifications & Mission Capability**
- **Subfactor 1.1 – Resources**
- **Subfactor 1.2 – Management Approach**
- **Subfactor 1.3 – Experience**
- **Subfactor 1.4 – Sample Task**
- **Subfactor 1.5 – Small Business Participation**

- **Factor 2 - Proposal Risk**
- **Subfactor 1.1 – Resources**
- **Subfactor 1.2 – Management Approach**
- **Subfactor 1.3 – Experience**
- **Subfactor 1.4 – Sample Task**
- **Subfactor 1.5 – Small Business Participation**

- **Factor 3 - Past Performance**
-
- **Factor 4 - Cost/Price**

HERC Evaluation Factors

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- **Based on HERC evaluation factors, there will be a total of 10 ratings for each offeror.**
  - **One rating for each subfactor – 8**
  - **One rating for Past Performance**
  - **One rating for Cost/Price**

HERC Factors/Subfactors

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- **RFP Section M ('Evaluation Factors for Award') specifies order of importance:**
  - Technical Qualifications and Mission Capability, Proposal Risk, and Past Performance are of **equal** importance. Price is **less** important.
  - Technical Qualifications and Mission Capability, Proposal Risk, and Past Performance, when combined, are **significantly more** important than Price.
  - The Technical Qualifications and Mission Capability subfactors 1.1, 1.2 & 1.3 and Proposal Risk subfactors 2.1, 2.2, & 2.3 are of equal importance.
  - The Technical Qualifications and Mission Capability subfactors 1.4 is of less importance than 1.1, 1.2 or 1.3 and 1.5 is less important than 1.4.
  - The Proposal Risk subfactors 2.4 is of less importance than 2.1, 2.2 or 2.3 and 2.5 is less important than 2.4.

Mission Capability Ratings

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- **Blue - Exceptional** Exceeds specified min. performance or capability requirements in a way beneficial to the government; proposal must have one or more strengths and no deficiencies to receive a blue.

- **Green – Acceptable** Meets specified minimum performance or capability requirements delineated in the Request for Proposal; proposal rated green must have no deficiencies but may have one or more strengths.

- **Yellow - Marginal** Does not clearly meet some specified minimum performance or capability requirements delineated in the Request for Proposal, but any such uncertainty is correctable.

- **Red – Unacceptable** Fails to meet specified minimum performance or capability requirements; proposal has one or more deficiencies. Proposals with an unacceptable rating are not awardable.

Mission Capability Evaluation Narratives

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- **Mission Capability:**
  - **Strength:** A significant, outstanding, or exceptional aspect of an offeror's proposal that has merit and exceeds specified performance or capability requirements in a way that is advantageous to the government, and either will be included in the contract or is inherent in the offeror's process.
    - Indicates a benefit to the Government
  - **Deficiency:** A material failure of a proposal to meet a Government requirement.
- **If awarding to a higher price, must justify why higher price is warranted**

Proposal Risk Ratings

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- **High** ***Likely*** to cause ***significant*** disruption of schedule, increased cost, or degradation of performance. Risk may be unacceptable even with special contractor emphasis and close Government monitoring.

- **Moderate** ***Can potentially*** cause disruption of schedule,
- increased cost, or degradation of performance. Special contractor emphasis and close Government monitoring will probably be able to overcome difficulties.

- **Low** Has ***little potential*** to cause disruption of schedule,
- increased cost, or degradation of performance Normal contractor effort and normal Government monitoring will probably be able to overcome difficulties.

Proposal Risk Narratives

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- **Proposal Risk:**
  - Discussion of risk includes potential for disruption of schedule, increased cost, degradation of performance, need for increased Gov. oversight, and likelihood of unsuccessful contract performance.
  - **Weakness:** A flaw in the proposal that increases the risk of unsuccessful contract performance.
  - **Significant Weakness:** A flaw in the proposal that appreciably increases the risk of unsuccessful contract performance. If the risk is unacceptably high, the proposal may be unawardable.
- **Weaknesses and Significant Weaknesses indicate higher proposal risk.**

Technical Evaluation Process

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- **Evaluator's Process:**
- **1) What is the minimum performance or capability requirement in the Section M evaluation criteria?**
- **2) Does the Offeror's proposal meet, fail to meet, or exceed that min. requirement?**
- **3) Explain how and where in the Offeror's proposal it meets, fails to meet, or exceeds.**
- **4) If it exceeds, does it meet the definition of a "strength"?**
- **5) If a "strength," explain how it is a strength. Listing salient features of proposals as strengths is not enough. <u>Benefits</u> of strengths must be clearly articulated.**

Technical Evaluation Process

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- **Evaluator's Process:**
- **6) Describe the risk associated with the Offeror's approach to meeting the Offeror's proposed requirement (vs. the RFP's minimum requirement).**
- **7) What is the schedule, performance, or cost impact of the risk?**
- **8) Does the risk meet the definition of Weakness or Significant Weakness? How?**

Past Performance Data Sources

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- **Contractor Past Performance Volume**
- **AFCEE HERC Past Performance Database**

Other Service/Command/ Agency/Commercial/State or Local Government Questionnaires/ Interviews

Past Performance Information Retrieval System (PPIRS), CPARS, ACASS, CCASS

Past Performance Information

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- **One indicator of Offeror's ability to perform the contract successfully**
- **Government Evaluates**
  - **Recency**
  - **Relevancy**
  - **Source**
  - **Context**
  - **General trends in contractor's performance**
  - **Corrective actions for Problems encountered**

HERC Past Performance Information (PPI) Requirements

- Ten PPI Forms required
  - Three for the Prime (or one each if the Prime is a JV)
  - One for each Team Member performing ≥20% pf the work
  - Team Members performing <20% of the work but performing a critical function
  - Remainder of the PPIs may be assigned as the team desires.
- PPIs submitted to AFCEE database electronically
- Past Performance Questionnaires (PPQs) sent to references named on the PPIs automatically
- PPQs submitted to AFCEE database electronically

Sources of Past Performance Evaluation Information

- PPIs and PPQs
- Other references supplied on PPQs
- Past Performance Information Retrieval System
- ACASS, CCASS, CPARS etc.
- In-house contracts

HERC Past Performance Evaluation Process

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- Performance on an effort that concluded more than three years prior to the proposal due date will **NOT** be evaluated.
- Only those portions of projects which are completed as of the proposal due date will be evaluated._
- Individual projects only will be evaluated. **DO NOT SUBMIT AN ENTIRE IDIQ CONTRACT WITH MULTIPLE TOs AS ONE PROJECT.** _

HERC Past Performance Evaluation Process

- Contract rating and Relevancy are determined for each contract for each Offeror
- Performance Confidence is assessed for each Offeror and is rated at the factor level
- When assessing performance risk, focus on and target performance which is relevant to the Mission Capability Subfactors and cost/price

Evaluation of Past Performance

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- Relevance of each contract/project rated
- Recency of each contract/project assessed
- Past Performance is determined from responses on PPQs and information from other sources
- Past Performance assessment is weighted with contract performance from most relevant, most recent contracts and related to Mission Capability Subfactors
- One final Performance Confidence Assessment is given for each Offeror
- Performance Confidence is rated at the factor level

Past Performance
Questions - Example

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- How effective was the management team?
- How effective was corporate management involvement?
- How would you rate the contractor's use of appropriately skilled employees for the contracted effort?
- How would you rate the contractor's use of equipment and materials to accomplish work requirements??
- How well did the contractor respond to issues raised by government oversight?
- How well did the contractor identify and mitigate issues timely and accurately to make informed, proactive and corrective decisions?
- Did the contractor have clear and concise lines of communication with all parties?

Past Performance
Contract Performance Ratings

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- **EXCEPTIONAL -** Performance meets contractual requirements and exceeds many requirements to the Government's benefit. The contractual performance of the element being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.
- **VERY GOOD -** Performance meets contractual requirements and exceeds some requirements to the Government's benefit. The contractual performance of the element being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.
- **SATISFACTORY -** Performance meets contractual requirements. The contractual performance of the element being assessed contains some minor problems for which corrective actions taken by the contractor appear or were satisfactory.
- **MARGINAL -** Performance does not meet some contractual requirements. The contractual performance of the element being assessed reflects a serious problem for which the contractor has not yet identified corrective actions or the contract's proposed actions appear only marginally effective or were not fully implemented.
- **UNSATISFACTORY -** Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the element being assessed contains serious problem(s) for which the contractor's corrective actions appear or were ineffective.
- **NOT APPLICABLE -** Unable to provide a score. Performance in this area not applicable to the effort assessed.

Past Performance Relevancy Definitions

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- HIGHLY RELEVANT - The magnitude of the effort and the complexities on this contract are essentially what the solicitation requires.
- RELEVANT - Some dissimilarities in magnitude of the effort and/or complexities exist on this contract, but it contains most of what the solicitation requires.
- SOMEWHAT RELEVANT - Much less or dissimilar magnitude of effort and/or complexities exist on this contract, but it contains some of what the solicitation requires.
- NOT RELEVANT - Performance on this contract contains relatively no similarities to the performance required by the solicitation.

Past Performance Ratings

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- **HIGH CONFIDENCE (HC)-** Based on the Offeror's performance record, the government has high confidence the Offeror will successfully perform the required effort.
- **SIGNIFICANT CONFIDENCE (SigC)-** Based on the Offeror's performance record, the government has significant confidence the Offeror will successfully perform the required effort.
- **SATISFACTORY CONFIDENCE (SC)-** Based on the Offeror's performance record, the government has confidence the Offeror will successfully perform the required effort. Normal contractor emphasis should preclude any problems.
- **UNKNOWN CONFIDENCE (UNK)-** No performance record is identifiable.
- **LITTLE CONFIDENCE (LC)-** Based on the Offeror's performance record, substantial doubt exists that the Offeror will successfully perform the required effort.
- **NO CONFIDENCE (NC)-** Based on the Offeror's performance record, extreme doubt exists that the Offeror will successfully perform the required effort.

Confidence Assessment

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Relevance / Performance	Somewhat Relevant	Relevant	Highly Relevant
E	Satisfactory Confidence	Significant Confidence	High Confidence
VG		Satisfactory Confidence	Significant Confidence
S			Satisfactory Confidence
M			
U			

Cost/Price

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- **IDIQ Contracts:**
  - **Some employ sample task**
  - **Sample task should be representative of most anticipated Task Orders**
  - **Offeror's proposed cost for sample task serves as a part of the basis for source selection cost analysis**

Cost/Price (cont')

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- **If requirement is complex, may use Pricing Model:**
  - **Spreadsheet w/ labor categories & labor hours**
  - **Input labor rates provided by Offeror**
  - **Sample task price plus pricing model bottom line = total evaluated price**

- **HERC is very complex. The sample task is representative of one type of task to be performed under this contract. A pricing model is also being used in conjunction with the sample task. The two bottom line prices will be combined for a total evaluated price.**

Overall Assessment

Overall Assessment
Example - Final Evaluation

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	OFFEROR A	OFFEROR B	OFFEROR C
FACTOR 1			
MC.1 Orgn Exp	B	R	B
MC.2 Reqmts	G	G	B
MC.3 SB/SDB	G	G	G
FACTOR 2			
PR.1 Orgn Exp	L	H	L
PR.2 Reqmts	L	M	L
PR.3 SB/SDB	L	L	L
FACTOR 3			
Performance Confidence Assessment (PCA)	SigC	C	HC
FACTOR 4			
Total Evaluated Price ($M)	298	425	324
Awardable w/o Discussions?	YES	NO	YES

Which Offeror should be awarded the contract?

Without entering into discussions, Offeror B's proposal is unawardable.

Differences between Offerors A and C:

Offeror C has a "Blue" for Mission Capability Subfactor 2 vs "Green" for A

Offeror C has a PCA of "High Confidence" vs Offeror A with a "Significant Confidence"

Final Assessment Principles

- Important to be able to effectively discriminate among the offerors
  - Based upon important aspects in which you anticipate differences among the offerors
  - Reward excellence
- Best Value decisions:
  - Offeror superior to all others in non-price factors and also the lowest priced
  - Trade-offs: If superior technical qualifications or past performance justifies higher price
    - Must be well documented

Exchanges
&
Evaluation Notices

Exchanges
After Proposal Receipt

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RFP Sec. L, Para 1. Discussions

(1) **"The Government intends to evaluate proposals and award contracts without discussions with Offerors (except clarifications as described in FAR 15.306(a)).**

(2) **The Offeror's initial proposal should contain the Offeror's best terms from a price and technical standpoint.**

(3) **The Government reserves the right to conduct discussions if the Contracting Officer later determines them to be necessary……."**

Exchanges
After Proposal Receipt

- **Clarifications** - when awarding without discussion, clarifications are the only exchange conducted after receipt of proposals
- **Communications** – conducted in an attempt to establish competitive range
- **Discussions** – held after the competitive range determination
  - Discussions are not anticipated for use in HERC

Exchanges - Clarifications

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- **FAR 15.306(a)(2): "If award will be made without conducting discussions, offerors may be given the opportunity to clarify certain aspects of proposals (e.g., the relevance of an offeror's past performance information and adverse past performance information to which the offeror has not previously had an opportunity to respond) or to resolve minor or clerical errors."**

Exchanges- Communications

- **<u>Communications</u> FAR 15.306(b):**
  - **Exchanges between the Gov. and offerors, after receipt of proposals, leading to establishment of the competitive range**
  - **Limited to offerors whose past performance info is the determining factor preventing them from being placed in the competitive range and whose exclusion or inclusion in the competitive range is uncertain**
  - **May be conducted to enhance the Gvt's understanding of proposals; allow reasonable interpretation of proposals; or facilitate the Gvt's evaluation process for the purpose of establishing the competitive range**

Exchanges- Communications

- **Communications (cont'd)**
  - **<u>Does not provide the opportunity for the offeror to revise its proposal</u>, but may address**
    - **Ambiguities in the proposal or other concerns (perceived deficiencies, weaknesses, errors, omissions, or mistakes; and**
    - **Information relating to relevant past performance; and**
  - **Shall address adverse past performance info to which the offeror has not previously had an opportunity to comment**

Exchanges - Discussions

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- **Exchanges are considered Discussions when the Government allows:**
  - **Proposal revisions to occur**
  - **Proposal deficiencies to be corrected**
  - **Material omissions to be corrected**
  - **Technical or cost aspects to be materially altered**
- **Discussions occur with all offerors in the competitive range, to varying degrees**

Evaluation Notices (ENs)

- **<u>Evaluation Notice:</u> Exchanges with offerors for purposes of <u>Clarifications</u>, <u>Communications</u>, or <u>Discussions</u>. SSET inquiries to offerors to better understand offeror proposals, or to notify offerors about deficient aspects of their proposals.**
  - **NOTE: ENs which result from deficiencies in the offeror's proposal must be clearly identified to the offeror as deficiencies.**
- **ENs may also be used to communicate with offerors on issues of compliance with the requirements of the RFP other than evaluation factors.**

Evaluation Notice Form

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EVALUATION NOTICE (EN)

_____FAR 15.306(a) Clarification **Offeror_____**

_____FAR 15.306(b) Communications Control#_____

_____FAR 15.306 (c) Discussions

_____Deficiency

RFP REFERENCE *(Specify RFP paragraph number, Section M reference, etc.)*
GOVERNMENT COMMENT:

Factor _____

Subfactor _____

PROPOSAL REFERENCE: *(Specify offeror's document, Proposal Volume, paragraph, and page number)*

SUMMARY: Description of issue in question and specific request for additional/supplemental information needed to clarify or correct the issue. Include references to the solicitation if necessary.

EVALUATOR:

OFFEROR RESPONSE:

EVALUATOR ASSESSMENT OF OFFEROR RESPONSE: Address impact (including impact on offeror ratings, if any) and evaluate response.

Summary

Keys to Successful Source Selection

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Evaluations

- Government evaluates proposals against the RFP, not against each other
- Documents how minimum requirements were met, exceeded, or failed
- Risks, weaknesses, strengths, deficiencies must be consistent with RFP requirements
- <u>Benefits</u> of strengths and <u>impacts</u> of risks help support trade-off decisions
- Government evaluates all proposals